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LEADERSHIP IN BUSINESS

Organizing a local oenological event

Thesis

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ABSTRACT

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<p>The analysis about the behavior of a leader was made to carry out a project in the city of Kokkola in Finland. This event was an oenological event. Proposed by 4 students from the Centria school, this event aimed to make discover to the inhabitants of the city of Kokkola a new vision of French wines. We needed a partnership with a Finnish structure helping us manage the organization. Indeed, the legal aspect was a barrier for us because we did not have the required licenses.</p> <p>The main topic was to interview two leaders of daily life. Then it was necessary to analyze their vision of things and how they behave in their respective companies. Two styles of leadership had emerged, the paternalistic style and the directive style. Our team analyzed this and then implemented the elements to revive the preparation of the event that was organized.</p> <p>The most interesting element was to understand how the modifications affected the motivation as well as the satisfaction of our team. Then another peculiarity came out, it was that the changes led to other of itself.</p> <p>It was necessary to do an analysis before and after the application of the changes to realize the real importance of good leadership. We were able to conclude that several major lines emerged from this. First of all, there was a relationship in leadership and motivation and satisfaction. Then that different leadership had a direct relationship with the task and the team. Finally, some style of leadership came from them.</p>		
Key words Event, Leadership, Motivation, Satisfaction.		

ABSTRACT

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1 INTRODUCTION

This thesis will focus on leadership in business. It will then be followed by a series of interviews. The interviewees will be business leaders from different fields and countries. We will talk about different themes: their background, their method of leadership and the future. The purpose of this thesis will be to study how these leaders act in their daily business. This thesis will give a practical view of leadership and then allow us to apply this practice to the creation of our own local event, "the French oenological discovery in Finland".

Our team will be composed of four French and one Finnish. Ideally, this application will allow us to carry out our event and understand the function of leadership in practice. Through all these interviews we will analyze how the leader analyzes the needs of the individual and the group and how to respond to them through appropriate leadership.

We can ask ourselves several questions before the interviews:

- ❖ What is 'leadership'?
- ❖ What is the current leadership style in each different case?
- ❖ Is there a correlation between all the cases?
- ❖ How can the leadership be better and more effective?

The thesis will only focus on the situation of the case companies. All conclusions of the interviews of the study may be not useful or inaccurate for other companies.

Nowadays, in the world of work we can talk about a unique culture. All organizations begin to integrate cultural differences and understand them. The country of origin influences less and less the results of the teams and quite the contrary, now they benefit from it. The borders are disappearing and the world is getting smaller and smaller. This thanks to the evolution of minds and also to technological evolution. All these new teams will have to work in different ways, taking different advantages of the employees. On the other hand, only one thing can allow these teams to carry out their projects, to make the best of each culture, to have a method of work of its own and to obtain the desired results: leadership.

Everyone has the opportunity to lead a small group of people, to give orders, to control the work, this can be learned through training. But on the contrary, being a leader cannot be learned, not everyone can be a leader. A good leader will adapt to the changing environment, including the technological evolution

that aims to bring cultures closer together, which also aims to work remotely without physical contact. He will have to motivate his troops, he will represent the model that everyone wants to achieve. Today's organizations need effective leadership, which will allow them to make the most of each employee and carry out all the tasks assigned. Indeed, multiculturalism will not be a disadvantage for the leader but a major asset. The leader will then make decisions for the company for the moment while anticipating the future moment. Leadership is the art of being effective.

This thesis will use two means: Conductive and inductive. This thesis is based on already existing theory and knowledge. The literature is designed to determine the theory that will be tested during our event in Kokkola. The previously used theory comes from biblical or internet sources and will represent the conductive part. Then the deductive part will be initiated by a qualitative research method composed of a Semi-structured interview method. We will be interviewing leaders from different areas of Finland and France.

2 LEADERSHIP IN BUSINESS

This part will deal with the theoretical approach to leadership. Indeed, we will see the evolution of research. This part will allow us to have an overview of the different ways of how to act a leader facing a situation.

2.1 Background

Leadership is one of the most observed and least understood phenomena on earth (Burns 1978, 19).

Leadership is a concept that dates back to mythology. However, since its inception, many researchers have succeeded in understanding what is really leadership, how is it characterized and all the elements that surround it. For this, many organizational and physiological researches have emerged. Stogdill comes to the conclusion that “there are almost as many definitions of leadership as there are persons who have attempted to define the concept”.

From an etymological point of view, the word leader comes from the old English word *leden* (guiding) and the Latin word *ducere* (driving). According to the etymology of the word, leadership would be to guide and lead our own troops toward a common goal. In 1994, Plane mentions men and women who are able to "shake things up", to be creative and to bring innovations of all kinds.

Leadership is therefore a process by which an individual influences a group of individuals to achieve a common goal.

A special personality characteristic that gives a person...exceptional powers that result in the person being treated as a leader. (House, 1976, 188).

Being dominant, having a strong desire to influence others, being self-confident, and having a strong sense of one's own moral values (Northouse, 2004, House, 1976, 171).

The only definition of a leader is someone who has followers. To gain followers requires influence but doesn't exclude the lack of integrity in achieving this (Yukl, 1989, 251-290).

Leadership is an informal process. The influence of the leader can be caused by a multitude of parameters like his personality, his personal qualities or his project. Through this, the inspiring leader causes a significant influence on his people in a natural way without obstruction: it can be related to the superiority of his skills, his talent, his general look and his charisma, or to respect certain traditions.

According to Meyer and al., the leader drives others by its attractiveness and leads a team towards sustainable performance.

The ability of an individual to influence, motivate, and empower others to contribute to the effectiveness and success of the organizations of which they are members. (House et al., 1999, 184).

It is important to distinguish the differences between a leader and a manager. George A. Bohoris developed the idea that management is the process that is used to accomplish the purpose of the organization. The goal being that why the structure exists. Managers are people who perform the task assigned to them. They use functions such as planning, budgeting, staffing, controlling and solving problem. Leaders on the other hand set a direction, align people, motivate and inspire (Kotter, 2001, 85-96).

A leader is flexible, innovative, inspiring, courageous and independent and at the same time a manager is consulting, analytical, deliberate, authoritative and stabilizing (Capowski, 1994, 10-18).

By definition a manager is not always leader but today organizations need more and more competent leader, something that is hard to provide.

2.2 Traits approach

The leadership traits approach is the oldest approach. It appeared in the 1930s. It aims to demonstrate that particular characteristics reside in certain individuals making them fit to become leaders or not. This approach comes from the idea that a leader is born like that or not. That this is in their blood and cannot

be learned. We can therefore assume that humans born with these traits of hereditary traits and a good use of these traits can become a leader. Much research has been undertaken to determine these traits. And this approach is considered one of the original theory of leadership.

The foundation of this approach was initiated by Aristotle because he already describes in "Nicomachean Ethics" five dispositions of the soul. Then, we have rationality, knowledge, practical judgment, wisdom and intelligence. The philosopher says that in their highest form, the virtues could exist together. Aristotle believes in the innateness of traits and that individuals with these traits at the highest levels are logically more effective leaders.

It was in 1974 that Ralph Stogdill delivered a report on trait theory, distinguishing six characteristics of an individual's identity and allowing him to become a good leader. So, we have the physical characteristics (age, appearance, etc.); the social environment such as education, social position; the intelligence; the personality that proves that a leader is an ambitious, courageous, effective person; the characters related to the task such as the motivation necessary to lead a group with either and maintain it in all circumstances, the need for fulfilment; and sociability. All these features have not proven plausible. Indeed, some have a low correlation with leadership, however the biggest trait that has the best connection with leadership is the character related to the task.

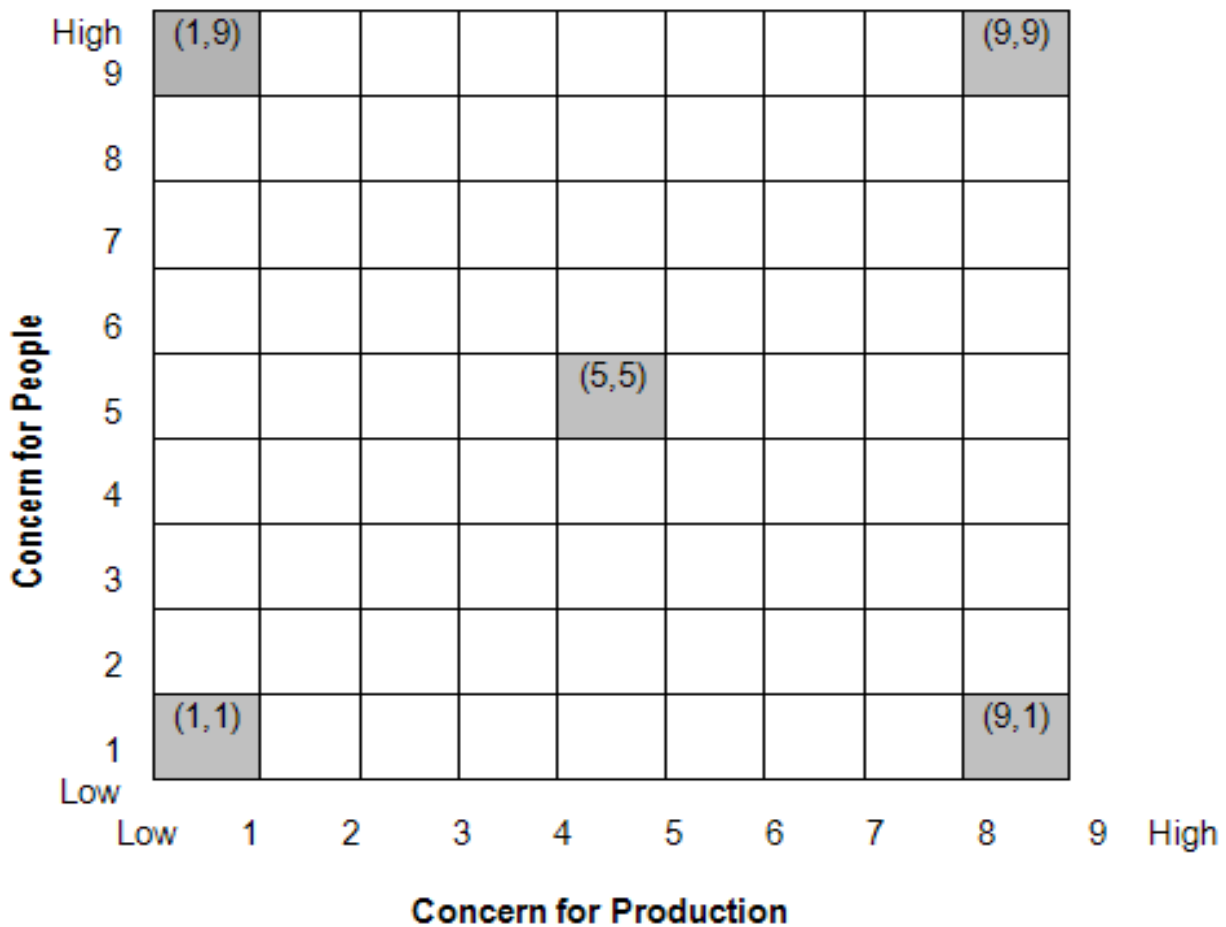
Others, such as W. McCall and M. Lombardo (1983), identified four other fundamental traits, namely, calm and emotional stability, broad intellectual capacity, a strong sense of interpersonal relationships, and the ability to admit errors.

These works constitute the basis of "the theory of great men". Indeed, she evokes the fact that the characters are innate to a leader. On the other hand, with the progress of the research, it will be deduced that these traits are not necessarily associated with leadership, yet certain characteristics will be maintained as self-confidence, honesty, empathy, initiative taking, intelligence and impulse. Leadership is appreciated in relation to the group, therefore in the context of specific social situations. However, an ability implemented in one situation may very well prove to be an incapacity with respect to another situation.

2.3 Behavioural approach

The behavioral approach is a totally different assumption. Researchers adopt the idea that the effectiveness of good leadership lies in the style of behavior that the leader will adopt and not his traits. In this approach based on Peter L. Molloy's review (1998), a leader will be able to get the cooperation of his followers to obtain a good result and this coupled with a satisfaction of both parties. This movement began with psychologists and sociologists in the year 1927. In the 1950s, many researchers then turned to the characteristics of the leader on the ground. They conclude that a person who knows how to appropriate the right behavior can become a leader. The numerous studies related to this approach are related to two essential behaviors of which the leader is composed: he can be oriented towards the tasks or he can be directed towards the employees. These two styles are independent of each other. They can therefore be adopted jointly by the same person.

The best-known model is that of Blake and Mouton (1982, 20-40), is a grid that gathers different theories in relation to human relations and production in order to obtain a result. A scale from 1 to 9 represents a degree of interest, 1 is the lowest degree of interest and 9 the highest. By combining these two parameters, Blake and Mouton describe five management styles.



GRAPH 1. Fives management styles (adopted from Blake and Mouton 1982).

The combination of the two axes gives us the style of applied leadership. Blake and Mouton therefore give a quiz done that is designated to designated the leadership style. The questionnaire is established thanks to 6 dimensions "Decisions", "Convictions", "Conflict", "Temper", "Humor" and "Effort".

The style 1.1 is the "impoverished Management", The style of leadership involves a minimum of effort. The leader is neutral and seeks to apply neutrality in conflicts. This style is very close, the management is close to the style "laissez-faire" of N. Maër. The style 1.9 is the "Country Club Management", mainly a great attention is given to the well-being of the employees, from where a good general climate and a pleasant rhythm of work. Style 9.1 is the "Authority-Compliance or Authority-Obedience" It is focused on production and only considers the employee as a means of production. It uses all means (including human) to achieve the objectives, including the most coercive methods.

Style 5/5 is the "Middle-of-the-Road Management or Organization Man Management" It is permanently in the compromise between necessities related to the production and interest to the employees. It sets goals that require average work. Style 9/9 It shows maximum interest for both production and the employee. Therefore, he occupies in this grid the place of ideal leadership. It encourages employee engagement around production goals. He wants to promote the potential of employees and encourages them to innovate.

According to Douglas McGregor, the management style and objectives fall into two classes. First of all, there is the production and then the men. McGregor then offers us two theories. The "X" theory and the "Y" theory.

The "X" theory is the most used model. This model is about Taylorism and leadership is about production. This management is directive and is possible if and only if employees are rewarded, penalized, coerced, controlled if we want to fight their innate aversion to work. On the other hand, it is less and less used because of the general elevation of the cultural level and also the need to satisfy the higher needs of the Maslow pyramid. The theory "Y" is a management model considered for some as utopian. It is based on the simultaneous development of man and organization. The work causes the same sensation as a fun, the employees are creative, want to learn, participate. the man can then control himself when he works towards goal of which he feels responsible.

The limits of this approach would then be the fact of not knowing the social situation in which the leadership is exercised. The style of the leader varies enormously according to the characteristics of the organization, such as the type of structure, its hierarchical style, etc. It does not also take into account the characteristics of the followers and their attitudes in everyday life or according to certain situations. A generality in all situations cannot be made from this approach.

2.4 Situational approach

In this approach, we consider that the effectiveness of leadership lies in the situational variables, in traits that are specific to it but also in its behavior in the face of situations. In this approach, based on the website: (unt.unice.fr, psychosociologie des Organisations) situational variables have a direct influence on the effectiveness of the leader. These variables are in different categories:

- ❖ The personal characteristics of the leader such as his personality, his attitudes to circumstances and especially his motivation;
- ❖ The characteristics of the subordinates who are the same as that of the leader;
- ❖ The Group characteristics such as structure, development;
- ❖ And the characteristics of the organizational structure.

Two types of research were done. The first researches turned to the study of the impact of the contextual elements in relation to the behavior of the leader. The second research focused on the relationship between behavior and leader performance in relation to moderating variables.

2.5 Contingency approach

The contingent theory was created by Fiedler in 1974. This writer thinks that the leadership lies in how to modify the data of the situation so that the situation and his style of leadership coincide. It is not the leader who adapts to the situation. Fiedler points out three elements to take into consideration to optimize his leadership, website: (kinaze.org 2008):

- ❖ The study of the power that the leader possesses, good or weak;
- ❖ The relations between the leader and the subordinates, they can be good or bad;
- ❖ And the structure of the task.

The study of power refers to the amount of authority that the leader possesses, this is in direct relation with the position he occupies within the structure and which gives him a quantity of authority. Relationships between leader and subordinates are very important as a parameter, this relationship is evaluated through the trust that resides in the group, the group spirit that unites them and allows them to work as an entity and not an individual, and these variables will have a strong impact on the effectiveness of the leader. Then the structure of the task is correlated to the nature of the work done, the effectiveness will then depend directly on the understanding of the task to be accomplish. Combining these three variables, the emerging situation will foster a task-oriented or interpersonal leadership style. Fiedler will then suggest leadership styles that will combine perfectly with the results of the three elements.

2.6 House Approach (1971)

According to House's model, for leadership to be effective, the leader must remove all obstacles and create a favorable situation to achieve the goal. Unlike Fiedler, House says it's not the situation that needs to adapt but the leader. In this approach, the leader must help the followers to achieve their personal goals and the goals of the organization. For this, the leader must bring to the followers the best possible situation by eliminating the obstacles and clearly explaining the path that the group must follow. The style of leadership must adapt to the situation, and if the situation were to change, the style of leadership would evolve too.

2.7 Vroom-Jago Decisional model

In this model, the effectiveness of leadership lies in the decision-making ability of the leader. Indeed, depending on the model, decisions can be made by the manager himself, they can also be taken by the employees or in a participatory way with the consultation of the employees. To evaluate these three criteria have been integrated. First of all, the quality of the decision, the time needed to develop it and finally the participation of the employees to perform it.

Vroom and Yetton conclude that consultative or collective decisions are much more beneficial for employees because these employees are directly involved in this decision-making. But according to Vroom and Yetton everything will depend on the situation. Indeed, one situation will take more time than another, or it will require more speed of action. The authors therefore suggest an analysis of the situation and then following the choice of the most appropriate decision-making.

2.8 Hersey and Blanchard model (1966)

Hersey and Blanchard propose a situational model focused on the efficiency of the leader. This effectiveness depends on three factors: the maturity of the employees, the behavior of the manager in the face of the tasks, and the behavior of the leader in relation to human relations. The maturity of the employees

is thus evaluated according to four levels: M1 or low maturity, compared to little knowledge, little motivation; M2 or low to medium maturity refers to little knowledge, but strong motivation; M3 or average maturity relates to good knowledge, but little motivation; M4 or high maturity refers to good knowledge, high motivation.

The maturity of employees is assessed on their ability to assume responsibilities and take initiative. The manager's behavior in relation to the tasks depends on his / her will to define the tasks and manage the employees. Finally, the behavior of the leader in relation to human relations concerns relations with his employees.

By combining the degree of maturity of the employees with the two productive and human dimensions that characterize the effectiveness of the leader, we obtain four styles of leadership: autocratic leadership: suitable for M1; motivational leadership: suits M2, because it provides professional support; participation leadership: suitable for M3, because it is motivating; delegation leadership: suits M4.

This approach is one of the most optimal. It takes into consideration a multitude of parameters like situation and employees. And based on all these parameters, the best leadership style comes out.

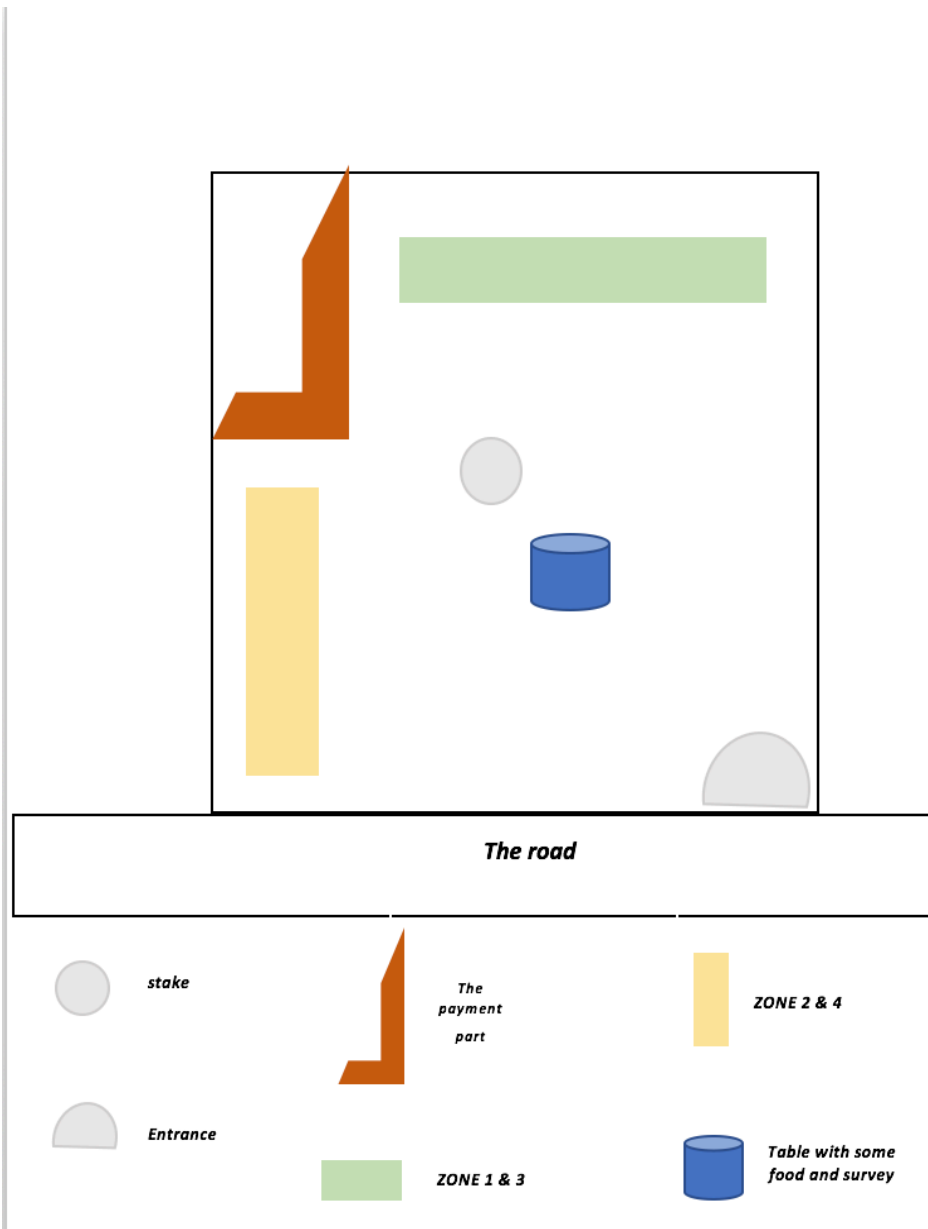
3 CASE EVENT

This part is devoted to explaining the project in detail. We will then collect information related to the present leadership. For this we will put in place a questionnaire that will highlight the characteristics of leadership according to the progress of the project. This information will be studied before implementation of the new style related to research (interview). Then we will analyse these questionnaires in order to deduce the main lines of the current leadership.

3.1 Event

It is an oenological event that proposes to us 4 French students in business school of which me. This event will take place in the city of Kokkola in Finland where they are doing their Erasmus expatriation year. It will aim to promote French wines from different regions of France and will be realized in partnership with an on-site tasting shop due to the legal nature of alcohol. These students, accompanied by the shop manager, must then manage an event in its entirety. Its main target will be professionals such as catering, supermarkets, etc. This project is divided into different parts: legal, marketing and logistics. In turn, the leader of these parties then takes control of the group to implement the achievement of their goal. It is then different types of leadership succeed each other during the preparation of the event. This event will present red wines, rosés and white wines. They will be presented and tasted by 30/50 people who will be mainly composed of professionals. These wines will be imported from France to reach the city of Kokkola where marketing will have gathered the expected audience. It is therefore a marketing event that will take shape.

The lack of space in the host structure of our partner pushed us to optimize space to accommodate as many people as possible. So, we arrange the tables and played with the volumes of the room to create an easy traffic place and a friendly place.



GRAPH 2. Disposition of the event's place.

3.2 Hierarchy

In the context of the work this notion will serve to designate the position held by the respondent in his functions within his organization. The hierarchical level is related to the level that the respondent occupies within the company.

During this questionnaire, the hierarchy will not come into play. Each actor of the event will take the place of leader at least once during the project. They are all on the same footing and their power will not

affect the study. Indeed, this study will focus on the overall analysis of the progress of the project and not on a specific situation.

3.3 Variable

Several types of variable will be observed. We will have motivation, initiative and satisfaction.

3.3.1 Motivation

The motivation will be evaluated on a scale corresponding to the intensity that the group wants to put in order to get the job done. To undertake the measurement of this variable, a number of indicators will be used to observe the differences. Indicators relating to: work itself, responsibility, recognition, development and achievement will be evaluated.

The test used is for the respondent to indicate the point on the scale that best reflects their degree of agreement with the statement concerned.

3.3.2 Taking initiative

Taking initiative is an important point to assess because it directly characterizes the group's performance and morale. This initiative requires a leader close to his employees. It can be deduced that its proximity, its flexibility to initiative and to error are indispensable.

The group will assess the perception of global leadership and their desire to take initiative. The proximity of the leader to the situations, his flexibility and his quality will be evaluated. The test used is for the respondent to indicate the point on the scale that best reflects their degree of agreement with the statement concerned.

3.3.3 Satisfaction

Job satisfaction is directly related to the sociology of work and manifests itself in a multitude of ways. It can translate into the simple satisfaction of a person doing his job or an activity he likes to do. Satisfaction refers to the ease of communication with the group and superiors, working conditions, opportunity for innovation, accountability and recognition.

3.4 Data collection

This part develops on the aspects of our study. We will detail each parameter of the study as the population, the means of collection. Then we will analyze this in order to draw a conclusion.

3.4.1 Population

The observed sample will be composed of 4 students who will establish the event. These are young individuals. In this population, 3/4 are girls aged 19-20, 1 is a 21 years old male. As far as schooling is concerned, they are all in their 3rd year of business school and are currently doing their double degree in Finland. They have some experience in their field through internships or their associative work. This sample represents directly the direction of the event and will give a very precise vision of the leadership and the progress of the project.

3.4.2 Collection method

As part of our research we will use the questionnaire method. It will allow us to obtain simple and fast primary data to process. The style of applied leadership will therefore be very quickly apparent.

The questionnaire will therefore include a part with sociological information such as age, sex, level of education, etc. Then a part will be focused on the management style within the group and we will then look through several questions to know the motivation and satisfaction of the group.

3.4.3 Data analysis

In this part of our study, we will proceed quickly to the presentation, analysis and interpretation of the results obtained as a result of the various statistical operations that we carried out on the basis of the data collected during our study. investigation. Indeed, it presents just the current framework of leadership and we will deepen later in the implementation of our leadership style found among the interviewees.

3.5 Results

This part will be devoted to the study of results obtained. This study will be superficial and will not go into detail. Indeed, what will interest us later will be the implementation of what we say business leaders. We are therefore doing a simple analysis of the current position of leadership within the group.

Let's start with the analysis of motivation, it is observed through the questionnaire (appendix 1) that the majority of the answers to the questions are in the "agree" box. We have, on some issues, the appearance of a "totally agree" or a "a bit agree". But, there is no record of "not agree at all". It is therefore deduced that the stains made by the workers are accepted and the motivation associated with these stains is ok. The differences observed in the sample show that some people are not in line with the task they have been assigned and therefore have less motivation to do things. It can therefore be concluded that the leader's experience will affect his vision of distributing tasks according to the skills of others.

Given the test of leadership style, it can be deduced that it is a paternalistic style. The employees admit that the leader has far more skills than them in his field and they then let themselves be guided. This is confirmed by the question on relationships, the leader will be more a father and employees will then be able to confide in him on both a professional and a private side. On the other hand, a gap persists and supports the hypothesis that the leader's experience affects his judgment of situations. Overall, the motivation is good but still insufficient for an individual. Possibly the same individual finding the relations with the weak leader.

The analysis of the elements of satisfaction show us the same conclusion. We tend towards average satisfaction. Indeed, the results of the appreciations of the work vary enormously. Each respondent has a different answer. On the other hand, the answer "no appreciation" was not mentioned. We come back to the one and the same conclusion, the style of management is very close to that paternalistic, but the

lack of experience of the leader causes differences within the group. Although the leadership style brings good group understanding, good workload, etc., but differences persist.

There is therefore a correlation between satisfaction and motivation. Indeed, the similarities are there and the different ones also persist over the questionnaire. The taking of initiative is also related to this conclusion. It can be thought that the level of seniority has a great role in the leadership and understanding of the actors in the organization. After the interview with the leaders, we will see if the implementation of these new processes will positively affect the organization of the event.

4 CONDUCTING RESEARCH

This large part will allow us to analyze and apply the modifications required for our team through the main research, the interviews. We will study the choice of this method, the plan we will follow. Then in a second time we will analyze the results and then apply them.

4.1 Choice of method

The choice of a semi-structured interview was obvious. He theoretically engages the two people, the one interviewed and the interviewer in a formal interview. In practice, this interview is on the contrary more informal and unstructured. The interview will take turn as a dialogue where the interviewer will be more on the side of the observer. He will then have in his possession a guide, a kind of tram that he will have previously put on paper / computer so that the whole is treated. The interviewer will follow this guide and reoriented in certain trajectory the one interviewed.

According to Bernard (1988), this method remains the best tool for interviewing a person if luck allows it only once. This method remains the clearest for both parties, without much instruction and provides qualitative information quality and comparable with others. This method makes it possible to treat very broad topics and in depth thanks to only some questions allowing to have a guide for the person who is in charge of the interview.

Above all, this way of obtaining information offers the possibility, thanks to an "open minded" conversation and free exchange, to record new ways of seeing things and to understand the subject under a new angle of view. Indeed, everyone has a vision of different things, and this free side of exchange will give way to the real thought of the interviewee who will then leave to his opinions, and what will then "provide" elements that we could not have imagined and could not have with a simple interview structured by a precise tram.

Another advantage of this strategy is the fact that you can prepare your tram before the interview. Thanks to this, we have the opportunity to see the interview as a whole before having done it. The interviewer will be able to appear competent and ready and he will be fully in the subject ready to bounce on anything.

To conclude, this is a qualitative research method that allows the freedom of expression I have chosen. It will allow me to obtain in-depth and quality data.

4.2 Interview plan

The structure of the interview will consist of two interviews and will be composed of themes. The themes will be three and will give us information about the leader (appendix 2).

Theme one will deal with the background of the interviewee. We will talk about education, the companies and everything that relates to the leader and that has allowed him to become what he is today. We will add a section with several key words related to his past that have allowed him to become a leader and for him is indispensable to become.

In theme two, we will develop on the qualities to have to be a good leader, these qualities will be those that the leader uses on a daily basis to manage all the situations that surround him. We will then turn to the qualities that will allow us to carry out our project. Then, we will seek some advice allowing us to manage certain situations, these tips can facilitate us the task and help us past our current challenges.

In our 3rd part, we will discuss the future plans of the interviewed leader, indeed, we want to understand the visions that a leader has. We will therefore look in what orientation is still his mind. There will be no analysis of this since it will not be useful for our project, it just helps to quickly understand by reading the interview how the leader reason for his personal future.

4.3 Analysis

In this subpart, we will analyze the external elements to the two interviewed leaders who assigned them. Indeed, we will see that the background plays a very important role in the creation of a good leader. We will draw conclusions from this and then explain how to implement it within our team.

4.3.1 Background

4.3.1.1 Family legacy - Education

The two leaders interviewed have two very different backgrounds and we will see later that this greatly impacts the leadership style. First of all, our first interviewee was Mr. Bernier Patrick, he is the manager of a family business turned to the sale of garden maintenance and repair of technical equipment. His company is composed of 6 people with more than 30 years of seniority within this same structure. Mr. Bernier describes his organization as the hierarchical representation of a family. He is his father and his employees are his children and they must guide them towards a common goal.

“First of all, it is a family structure, and, from my point of view, a family structure must adopt the status of family hierarchy. In definition, the leader will be the father and the employees his children. It is this structure that I try to apply in my organization.”

Mr. Bernier evolved throughout his youth with his father who ran the business, he learned the trade and took over. Today, he says he has a style of paternalistic leadership. It is therefore a targeted education that Mr. Bernier had and on the contrary Mr. Arevalo has a general education.

“My father managed this structure in this way, and he would have done well. So, I turned to his leadership style that seems to me fully appropriate.”

The general education of Mr Arevalo left him space for an open mind and the choice of what he did not want to do. According to him, we define ourselves better with what we do not want to do. Mr Arevalo also tells us that his education has allowed him to become a better leader but he still has that in him.

“I came from working parents with an education in a public school which brought me a certain openness that was opposed to private school at that time. I followed the classical course.”

Indeed, in mathematical work, he always had a more or less precise vision of the solution, what he had to find was the way to go to reach it. It is one of the best qualities of the leader to visualize the arrival. This general education opened him a multitude of doors in higher education, and he left the possibility of imitating what his father did, having his own business. So, he chose the pharmacy because he could run a business and at the same time conduct an investigation. Today, it is an authoritarian style that Mr Arevalo applies to his employees.

“My father ran his own business and his example showed a freedom of action that I wanted to put in place, there is a kind of mimicry.”

From this we can reach the idea that leadership is not something we can really learn. It's something that has a part in us. This part is transmitted and developed through our education, parenting and school. In the case of Mr. Bernier, he was rocked in a style of paternalistic leadership, in a company he knows all members as his family. So, he applies the same regime as his father at the time and the company is doing very well because it is what he has internalized himself. As for Mr Arevalo, he did not really know what to do. He then relied on his father as well and made the choice to open as many doors as possible. Which allowed him to know what he did not want to do and so it was quite late that he defined himself following the example of his father. It is therefore concluded that each person can be a leader in a specific area that is linked to it. But everyone expresses it differently and may never find it and everything is in the will.

Everyone is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid.

Einstein

Another important thing that can be inferred is that education is the forerunner for a good leader. Indeed, in both interviews parenting education is an example for the child. Mr. Bernier who was very well educated in the spirit of this company and seeing a paternalistic method has done the same. Mr Arevalo chose to imitate what his father did by modifying it a little bit. In both cases this inspiration was positive, but on the contrary a person seeing that the company was wrong with his father under a paternalistic

aspect, as opposed to would have looked at another aspect more participative can be. Education can therefore approach or remote.

4.3.2 Being a leader

In these two interviews, we did not have a precise tram to follow. Indeed, they are rather features or tips on how they act daily or how is a leader. According to Mr Arevalo, leadership is first and foremost a long-term vision.

“I cannot really give you advice on how to go about your event. Leadership is for me a long-term vision but if I had a tip to carry out your event is to play on the French reputation.”

Leadership is all about conveying a common vision to your team. The goal is to move all together towards this one. To control this progress, we will have to do as Mr. Bernier tells us, 1 to 2 times a week, create a meeting to analyse what has been done or not. Our biggest problem was not knowing where we were and who had what part.

The communication will have to be informal within our group because we all know each other and we are young, the most appropriate style according to Mr. Bernier will be a participative style crossed with certain characteristics of the paternalistic style. Only one person will have knowledge in an action area related to the event. He will then direct all actions related to his field and other people without knowledge in this area will have to follow him. But from our young age, to receive an order and to execute will be complicated, it will thus be necessary to add the participation of the leader to the actions according to Mr Bernier.

“Your leadership style may be closer to the paternalistic but not entirely adopted. Indeed, you are young and recognition is acquired with experience, and your colleagues will have a hard time "undergoing" your orders and executing. In other words, you have to make the decisions because you are the one who has the most knowledge but also to involve them in this decision. I will get closer to a participative in your case.”

Mr Arevalo tells us that the leader will have to be humble and simple in front of other members. Certainly, he knows his domain and its members, but he must guide his followers in the simplest possible way and he should not consider himself superior, which meets the words of Mr Bernier. The two interviews are joined by saying that leadership is a constant personal reflection and for that we need to allow ourselves some time to reflect on the need for meetings. The leader will have to analyze all the characteristics and take into account even the small details to avoid unpleasant surprises. He must leave the starting point and land to the point of arriving by filling all the elements present in his specifications.

4.4 How to put into practice

Our team is still in the planning stage and waiting for the expert advice from the Leaders Interview. Indeed, we were a little stopped. Our actions led to nothing but conflicts. The event was proceeding at a slower pace and the pressure was beginning to be felt.

After doing both interviews, we had to analyze them and draw the essentials in order to apply it to our team. So, we gathered around a dinner to discuss what we will change within the team. First of all, we decided to keep an informal contact between all of us. It is important to be clear about things, and in the simplest way possible for us, without the use of words or jargon.

One of our biggest failings was not knowing what was done and what was left to do. So, we took the idea of meeting said by Mr. Bernier, setting up an appointment on Wednesday and Sunday around a meal. The idea was to make a Mind map at the first meeting to have an overview of the project. Then on the next meeting it was enough to strike what was done or over-lined in red what was to be done at the next meeting.

At the end of the progress analysis, the new objectives were to be distributed. For that, it was important that the person who wanted to do the work asked us why he wanted to do it, how did he want to do it. You had to be able to match the skills of some with what needed to be done for the event.

This new way of working allowed us to become aware of the time and the course remaining before the event date. As this method began to bear these fruits. The wines were chosen, the communication began to reach the world, the organization of the local was done as well as the amount of people and the number of wines also. The element that allowed us to progress was control. We took everything into account and

we tried to control everything. Communication was the main vector. The application of the advice of the leaders and their adaptations within our event transmitted to our team the values of a true leader and the functioning of a powerful team.

5 ANALYSIS OF THE EVENT

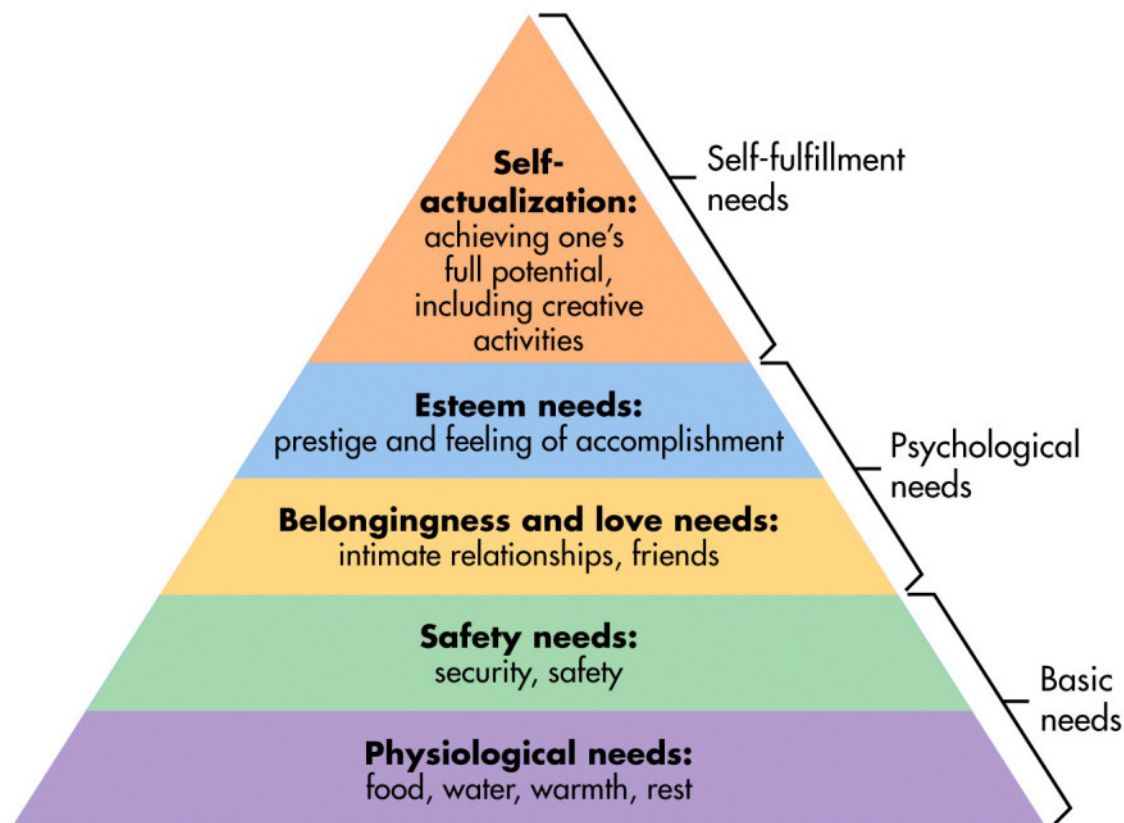
In this final analysis, we will talk about your event. This event being our objective, we will analyze in depth our team, the preparation before the event through a leadership point of view. Let's then continue with the analysis of the event itself. We will link all this analysis with the words of our interview.

5.1 Before the event

After applying the advice, we got from the interviews, our satisfaction and motivation increased considerably, which allowed us to advance the preparation of the event. The team leader has become a real leader and a manager.

We found that job satisfaction increased exponentially. Behind this curve, we could also feel the motivation that followed. The results reported in the setting up of the event confirm the existence of a relationship between the level of adaptability of leadership to the situation and motivation and satisfaction. However, a slightly stronger relationship for satisfaction that eventually generates motivation. The idea that our paternalistic style crossed with the involvement of the participative leader was the most adapted to our event. These two styles are associated with increased motivation and job satisfaction.

It is important for managers to take into account the essential place of the human aspect in the functioning of organizations, and in increasing the motivation and satisfaction of employees. Indeed, after the establishment of a good communication, a follow-up on the part of the leader thanks to constructive feedbacks, of the adequacy between the tasks and the competences there is an increase of the satisfaction which resulted the motivation thereafter. It is very important to distinguish between feedbacks. Good constructive feedback can be positive or negative. He is there to instruct the employee and not to belittle him, which will have the effect of demotivating him. These feedbacks correspond to an acknowledgment of a work done. This can be explained by the Maslow pyramid and most of the floors of this pyramid cannot be satisfied by the company.



GRAPH 3. Maslow's hierarchy of needs.

All stages of this pyramid were satisfied within our group, which resulted in an increase in motivation.

The change in leadership style has allowed us to meet the missing needs in this pyramid. Indeed, the good working atmosphere that had become present during our sessions satisfied the need for recognition. The team members are family, friends and have intimacy. This point, which was fragile at the start of creation, was consolidated with the introduction of our communication.

Subsequently, the need for esteem was met by the help the leader brought to the job. Every leader was invested in what he was doing. He accompanied the team towards the objectives and provided constructive feedback. The implementation of participatory leadership has really helped to meet this recognition needs. Everyone was involved and helpful in the process.

Then at the top of these needs, the last point was validated thanks to the freedom of action that each member of the team possessed. This need was also met through the motivation that validation of other needs provided. Our event had a meaning that everyone understood, they invested time, creativity to lead the best. All needs have been met during our event creation process and it is necessary to validate all of them in order to get the most out of the team members.

Our leadership has gradually shifted to leadership that can move closer to positive leadership, indeed it was during the event and the end of its creation the promotion of positive emotions, and created a good climate, good relations, excellent communication and recognition. Thing that all theories and interviews emphasize important and to consider. The leader tends to eliminate the negative factors within the group, something that was not present at the beginning of the creation of the event. And we have seen a clear increase in our productivity, a better cohesion.

In order to create the best possible climate, we had to control everything, and as Mr Arevalo said, it was important to control even the smallest details that could bring us defects. And like Mr. Bernier's company, motivated and team-minded staff will enable the company to thrive. They will therefore motivate to the task and will do their best to make our event run for the better, and that's exactly what happened. And one of the best points is that the motivation has a side of innovation, during the establishment of our event, the members of the team had no fear to take initiatives. And the performance of the company or event will be much better.

We can push this thinking further by saying that a happy employee will do everything to improve the performance and image of the company, but on the contrary an unmotivated employee can cause a drop-in image and in our case a bad one. Relationships in our team were positive, meaning we were dealing more with a family member, a friend. This aspect of work allowed us to obtain permanent support from other employees. And the strengths of some have allowed us to compensate for the weaknesses of others. The contrast with our first questionnaire is that now there is synergy within the group and there was a real need for that which led to satisfaction.

5.2 During the event

The event was held to perfection and better than our expectations. We had 9 different wines, including 3 reds, 3 whites, 2 rosés and 1 sparkling wine. We had planned for more than 50 people bottles of wine and what made him stock if ever everything had not passed. There were 45 bottles of wine. Being a tasting, it was necessary to fill the glass with about 5cl of wine.

Consumers had to buy a ticket for 10 euros, which gave them access to tasting 3 different wines. The event was scheduled for April 13th from 6pm to 9pm. Eventually, the event lasted until 9:30 pm, today's figure was 928 euros with related sales (its French products) and 77 customers. And only 15 bottles left.

During the event, nobody was leading. We were simply in charge of a table corresponding to a region of France where a certain amount of wine was allocated. The roles were very well distributed and during the event no addicts took place. People were happy to be here and most of the guests were not regular customers. The preparation has therefore paid off and the contract has been fulfilled.

On the other hand, leadership is knowing where we made mistakes. Our basic idea was to transmit French culture through French wines. But, we had to import the wine in order to make them discover something that the inhabitants of Kokkola could not discover and buy at home. Indeed, it was important for us to go through our partner who had the license required to import wine from France, something a Finnish lambda cannot do. But after accepting this, our partner, who had great freedom of action because she bought the wine, owned the premises, and so on. told us that it did not suit him anymore. She planned to buy the wine at Alko, the only liquor store in Finland controlled by the state. Indeed, the state controls the entirety of the alcohol above 5.5% and has the monopoly. This change of situation took us away from our primary goal of discovering something that Finns could not discover before. We should have at this time put pressure on our partner to continue in our first idea.

" And the great leaders have this ability, that of putting pressure to achieve the goal and if ever sanction. And if that does not happen as expected with a person or a network for example, it is necessary to be able to blow this network or this person and to use one / another, to be able to cut in the keen and be objective. "

At this time, we would have had to look for another partner or express our desire to do with imported wines, we had to play on the fact that we could have taken a Finnish restaurant for our event to see this

one continue with her in our first idea. But unfortunately, we chose an idea because the interview did not take place and we did not dare. Because leadership is also taking risks.

Our second mistake was not to have bought the wines with her directly and 2 weeks before. Our partner wanted to select the wines 4 days before the event. So, we selected with her the wines we wanted. Our partner was in charge two days later to recover the wines. On the day of the event, we had prepared table sheets for our wines, our regions, etc. But once everything was placed, she then told us that some wines had changed or that some bottles were out of stock. Our research has been skewed as well as our order, etc. We did not control the details and we were surprised to learn this the same day.

"In leadership, you have to lock everything up, that is to say, control all the things and even the little details that are done by a third person. The leader must start from one point to reach his final goal by completing all. The conditions present in its specifications. ""

So, we had a part of questioning this bad that should not have happened. Indeed, as Mr Arevalo says, another skill that is related to this is the fact of never being surprised, you must always know how to anticipate things. And we should have known that after the first wine problem she could have started again.

Despite this the event was a great success. We each learned a lot. The fact of creating an event from A to Z has allowed us to discover areas we did not know much about, such as everything related to the country's legislation, budget management, partner management, and so on.

This event was positive. For our partner, L'Olivette, this event allowed him to acquire new partners and customers within his company. To make a turnover higher than the average by selling its tickets and its products in store. As for the customers, they have discovered new French wine sectors, and can, thanks to the change of the owner, buy the wines in store.

6 CONCLUSION

The purpose of this thesis was, on the one hand, to discover how was a company leader in everyday life, its characteristics, and on the other hand, to deduce elements allowing us to affect the motivation as well as the satisfaction within our team to allow our event to work. It is important to consider the importance of good leadership so that a team can work for the better. This leadership will then increase job satisfaction which will subsequently increase motivation.

Also, it must be understood that education, according to both interviews and our event, are precursors of leadership style. A family education can then tend the future leader to get closer to it or to move away from it. General school education can provide a definition of a more varied leadership style, whereas a precise education will directly format the style.

Thus, in this study emerges two styles of leadership that we then applied within our event organization; paternalistic style and participatory style. These two styles are composed of very particular characteristics, adapted by the leader to the situation. Once satisfaction presents a new style of leadership appears, positive leadership. He naturally joins the other present style in order to promote a positive element in the group and increase the motivation of the members.

The results reported in the study confirm the existence of a relationship between the style of leadership adopted and the factors characterizing the team and the goal. We have seen that our team, opting for a new style of leadership has become much more productive. We can also conclude that satisfaction drives motivation and that this increase in productivity reveals a positive leadership style.

We can see that the interview corroborates some studies, which count on the correspondence between the task and the leadership style. We can therefore take into account the importance of taking the time to study the correlation between the members of a team, the characteristics of the leader and the objective before undertaking any work.

In all cases, this study has limits that encourage more caution, the most important of which concerns the sample. Indeed, we operated on a single small event. The members of the team are young people who do not yet have a great experience in the world of work and simply a theoretical aspect of leadership. All this, taints the external validity of our results. In addition, the interviewees are only two in number, which does not offer us a broader view of the possibilities of leadership in more situations. We therefore

recommend that you undertake another study using a similar or complementary process to confirm or refute the validity of our statements in your situation.

We should also know more about the real influence of the leadership style on the motivation and satisfaction as well as the adaptability of the leader in a different situation. Indeed, the limit of this research did not allow us to explore this. We hope that the results obtained in this study and in their circumstances, can help a leader or a team facing the same situation.

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Questionnaire sent to the 4 team members to know the motivation and satisfaction.

1- You are a ...

	N	Percent
Men	1	25%
Women	3	75%

2- How old are you?

	N	Percent
19	0	0%
20	2	50%
21	2	50%
22	0	0%

3- What is your profession?

	Responses
Y	Student
Y	Student in International Business
Y	Student
Y	Student

4- What is your activity inside the event?

	Responses
Y	Communication manager
Y	Take part of Financials and Management
Y	Marketing event
Y	Leadership

5- How is the work?

	1	2	3	4	5		Total	Average
Non-existent	0	0	2	2	0	Heavy	4	3.5
	0%	0%	50%	50%	0%			
Easy	0	1	3	0	0	Hard	4	2.75
	0%	25%	75%	0%	0%			
Clear	3	1	0	0	0	incomprehensible	4	1.25
	75%	25%	0%	0%	0%			
Total	3	2	5	2	0		12	2.5

6- In your opinion, do you have sufficient responsibility?

	N	Percent
Yes	4	100%
No	0	0%

7- Do you have any appreciation for the work done?

	1	2	3	4	5		Total	Average
No	0	1	1	1	1	A lot	4	3.5
	0%	25%	25%	25%	25%			
Total	0	1	1	1	1		4	3.5

8- Do you take initiatives?

	1	2	3	4	5		Total	Average
No	0	0	2	2	0	A lot	4	3.5
	0%	0%	50%	50%	0%			
Total	0	0	2	2	0		4	3.5

9- With the progress of the thesis, do you feel a personal development?

	1	2	3	4	5		Total	Average
No development	0	1	0	2	1	I gain a lot of knowledge.	4	3.75
	0%	25%	0%	50%	25%			
Total	0	1	0	2	1		4	3.75

10- Is it proximity leadership?

	1	2	3	4	5		Total	Average
No proximity	0	1	2	0	1	Personalized support	4	3.25
	0%	25%	50%	0%	25%			
Total	0	1	2	0	1		4	3.25

11- Is leader flexible in situations?

	1	2	3	4	5		Total	Average
No	0	1	0	1	2	A lot	4	4
	0%	25%	0%	25%	50%			
Total	0	1	0	1	2		4	4

12- Do you trust others?

	1	2	3	4	5		Total	Average
hardly	0	0	0	1	3	A lot	4	4.75
	0%	0%	0%	25%	75%			
Total	0	0	0	1	3		4	4.75

13- Are you free to talk to the supervisor?

	1	2	3	4	5		Total	Average
Not free enough	0	0	0	1	3	Very free	4	4.75
	0%	0%	0%	25%	75%			
Total	0	0	0	1	3		4	4.75

14- How do you feel the team?

	1	2	3	4	5		Total	Average
individualistic	0	1	0	2	1	As a whole	4	3.75
	0%	25%	0%	50%	25%			
Total	0	1	0	2	1		4	3.75

15- How are decisions made?

	1	2	3	4	5		Total	Average
By the leader	0	0	1	0	3	By all	4	4.5
	0%	0%	25%	0%	75%			
Total	0	0	1	0	3		4	4.5

16- Fulfillment

	Not agree at all	A bit agree	Agree	Totally agree	Total	Average
I progress thanks to my work.	0	1	2	1	4	3
	0%	25%	50%	25%		
My job gives me a sense of pride.	0	1	3	0	4	2.75
	0%	25%	75%	0%		
I have the skills to take on my duties.	0	0	3	1	4	3.25
	0%	0%	75%	25%		
I have the opportunity to create by my work.	0	1	2	1	4	3
	0%	25%	50%	25%		
I am stimulated by the work that I do.	0	1	1	2	4	3.25
	0%	25%	25%	50%		
Total	0	4	11	5	20	3.05

17- Open

Name	Lastname	Country
Lydia	Tchambaz	France
Charlotte	Philibert	France
Joyce	Bernier	France
arevalo	alexis	France

1. Interview with Mr Bernier.

Hello, today we are going to talk about leadership. As you know, we are a group of students who want to create an oenological event in our exchange city Erasmus. We are therefore looking for leadership improvement. Can you tell me more about leadership in your brand and its history?

BERNIER CHECY was founded in 1962 by Claude and Renée Bernier and is located in France in the Loiret region, near of Orléans. It is specialized in the sale, repair and after-sale of garden equipment for professionals and individuals for more than 50 years.

Today the company is managed by me Mr Bernier Patrick since 1994, who has managed to share his knowledge and to adapt the new technologies in the field of the monoculture.

The management of the company tends to be as "paternalistic" as possible and tends towards delegative management which corresponds to the values of the family business and the environment of the company. The company is composed of 6 employees so three have been loyal for more than 30 years.

Why did you choose this style?

First of all, it is a family structure, and, from my point of view, a family structure must adopt the status of family hierarchy. In definition, the leader will be the father and the employees his children. It is this structure that I try to apply in my organization. My father managed this structure that way, and he did it well. So, I turned to his leadership style that seems to me fully appropriate.

Then, for several years the employees express the need to communicate more in them and especially with me. We live side by side and being a small structure, the employees felt the need to communicate and share, not only the things related to the organization but also their more personal moment. The employees have around 20 to 30 years of seniority, so they have a respect for me and vice versa.

This paternalistic leadership strengthens synergy since the successes of employees are celebrated as if they belonged to the family, and therefore to the father. But complete authority lies essentially in the hands of a single individual. However, this concern centers on the need for recognition of the paternalistic leader.

At the beginning of our project we had problems for the advancement, What would be your advice regarding the management of our event?

I will rather give you skills to have. First of all you have evolved in studies all together, which is a very important thing. As I understand each of you has taken a subject and will be a leader in this area and some of your abilities will therefore allow you to make your choice. From this, it is necessary first of all that you know perfectly your subject, your colleagues will simply be based on your sayings, so you must know where to conduct them, what to do. It is also very important to know the skills of your colleagues, it will be necessary to know who works how and on what. Your leadership style may be closer to the

paternalistic but not entirely adopted. Indeed, you are young and the recognition is acquired with the experience, and your colleagues will have difficulty to "undergo" your orders and to execute. In other words, you have to make the decisions because you are the one who has the most knowledge but also to involve them in this decision. I will get closer to a participative in your case.

Another very important point will be the fact of communicating constantly so as not to break this working atmosphere. An informal communication will be ideal for you and with 1 to 2 times a week a meeting to talk about the progress of the project and schedule future events. It will thus create a link between everyone and involve them. The communicator is going to be your engine of dynamism. It is the most important tool to control because it can transmit information quickly and in the easiest way possible. It makes it possible to raise the problems to the leaders easily and without fear. In other words, good communication is essential to establish a climate of trust and work.

What is your future plan and requirement?

We want to develop the website with the creation of an online market. Social networks for the moment do not exist will become a concern too. I will also have to hire staff and I will turn to delegative leadership.

2. Interview with Mr Arevalo

Tell about your background in this context: education, length of company owner/leader:

I came from working parents with an education in a public school which brought me a certain openness that was opposed to private school at that time. I followed the classical course. I joined a technical school that gave me access to the best diploma. It was composed of sciences and workshops of technological teachings (industrial design). After graduating, I joined a science college, "doc" of mathematics that I did not have after 3 years unfortunately. I was exempted from military service and went to pharmacy to pair two things: Biology, which allowed me to do the detective and run his own business. My father ran his own business and his example showed a freedom of action that I wanted to put in place, there is a kind of mimicry. I then made a lot of replacements and then settled down. I could not be under the authority of another person, I had to lead, it's impossible for me to do something that I do not understand and the routine I dislike. A manager exercises a certain routine, I do not want to manage, I want a leader and the leader takes risks. You define yourself more by what you do not want to be than what you want to be and it's always what has allowed me to move forward.

A few months ago, I owned an entire pharmacy in Arcachon, France. Initially, there were 4 employees for 2.2 million business figures. And to develop it I took the risk of implementing a new concept for the time, the discount. I had to buy in bulk and have a huge stock to hit discounts and sell cheaper than others. I was attached to this pharmacy network called "Lafayette". The pharmacy today has 16 employees and a figure of 5.5 million. A few months ago, I sold 51% of the pharmacy to 2 of my employees to recover my diploma and buy a pharmacy in the north of France and implement the same concept.

At the beginning of our project we had problems for the advancement, what would be your advice regarding the management of our event?

I cannot really give you advice on how to go about your event. Leadership is for me a long-term vision but if I had a tip to carry out your event is to play on the French reputation. France is food, chefs, wine, cheese, etc., play on this picture. As for the leader himself, he must be humble, leadership is first and foremost humility and simplicity. You have to constantly question yourself, nothing is acquired. In high school, I loved philosophy and that is perhaps why I always put everything in question, the leadership is a constant personal reflection and for that it must be left some time to think (sell or not to sell, to invest or do not invest, etc.). Another skill that is related to this is the fact of never being surprised, one must always know how to anticipate things.

In leadership, it is necessary to lock everything, that is to say to control the completeness of the things and even the small details which are made by a third person. The leader must start from one point to reach his final goal by completing all. The present conditions of in its "specifications". If certain points are not achieved and should not have happened, a spare wheel must be provided. And the great leaders have this ability, that of putting pressure to achieve the goal and if ever sanction. And if that does not happen as expected with a person or a network for example, it is necessary to be able to blow this network or this person and to use one / another, to be able to cut in the keen and be objective.

Do you have future plans and development needs?

I am thinking of multiplying points of sale and being well equipped to manage them. That is to say, do not make the same mistake in Arcachon by leaving two incompetent people to take care of it. A sheep cannot become a wolf!

So, I have to surround myself as a good manager for my future acquisitions.